



Champion NEWS

VOLUNTARY CHALLENGE AND REGISTRY INC. (VCR INC.)

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Bison finds winning formula

Bison Transport has tied its strategy for growth in long-haul trucking to fuel efficiency and greenhouse gas emissions reduction.

In Canada's transportation sector 22 per cent of greenhouse gases come from road diesel, and over the next decade the trucking industry expects to see a 2.3 per cent average annual increase in freight on our highways. Bison, an innovative industry leader, has enjoyed a growth rate of 12 per cent so far this year, measured by the expansion of its 550-truck fleet, and its plan includes reducing fuel consumption and associated emissions.

"There are no real shortcuts in this business and the quicker you figure that out, the quicker you get on board, the less painful the whole process is going to be," says Robert Penner, Bison's vice-president of operations.

Bison recognized the value of quantifying GHG reductions in 1998, when it registered with VCR Inc. and submitted an action plan. Its goal was to raise fuel economy to 6.66 miles per imperial gallon of diesel the following year. In 1999 it surpassed that goal by running its trucks at 7.57 miles per gallon, about a 25 per cent increase in efficiency over its 1996 baseline year, and achieved VCR gold-level reporting status.

"For us it's probably a breakeven scenario on the added equipment and technology investment," he says. "Where you really win is you've raised your awareness and your entire driver group is working on the same goals and standards, which for us just falls in line

with so many other things we do. To customers, we want to be the safest and most responsible carrier."

In its formula for success, Bison has switched to more aerodynamic tractors with computerized trip information display and after-market cab heaters, so engines are off while drivers are sleeping; acquired lighter trailers; decreased governed truck speed to 65 mph; and purchased 55 new tractors with automatic transmissions.

"We've put a lot of effort into making sure we have the optimal drive train," says Penner. "The automatic transmission has not yet proven to be every bit as good as the standard transmission for the best driver, but the bottom end of our miles-per-gallon climbed dramatically. A lot more drivers get a much lower than fleet average mpg on the standard. The automatic transmission narrows the variance."

Driver and mechanic training are also a big part of Bison's plan to optimize fuel efficiency, says Penner. "From the driver's seat," he says, "it's easier to be in tune with the precise operation of a vehicle, and it hasn't been hard to 'get a lot of buy in'." He also says Bison has distributed literature from NRCan's FleetSmart Program to employees. FleetSmart offers energy

management information on maintenance, driving practices and new technologies. To keep in tune with developments beyond its own organization, Bison is involved with industry groups like the Ontario and Manitoba trucking associations, which work with government agencies to help shape future emissions reduction policy.

"It's the reality," says Penner. "You can spend a lot of energy

trying to find ways around it, or partner up with the decision makers and people who might give you some training and insight on the policy and changes that are coming. As far as being able to integrate those changes with your business so it lessens the long-term effect on you, you can try to be at the front of the line."



A Bison Transport mechanic uses a computer to optimize the running performance of a truck, critical to its plan in reducing emissions. Employee "buy in" to the plan is also important, and company management has not found this difficult to achieve.

Federal initiatives target Canada's transportation sector

Federal ministers of transportation, resources and environment have announced five new initiatives to reduce greenhouse gas emissions in the transportation sector.

The government will invest more than \$109 million, funded primarily under its Action Plan 2000 on Climate Change, in programs focused on urban transportation, fuel-cell technology, increasing fuel efficiency and marketing low-emission vehicles. The bulk of the investment, \$40 million, will go to the Urban Transportation Showcase Program. Canadian cities, working to an October 31 application deadline, will compete for funds to evaluate and demonstrate strategies to reduce greenhouse gases from urban transportation. At least four multi-year proposals will be selected to decrease

the use of cars, test new road and transit technologies and explore land-use strategies. The five-year program will also establish a national information network to share GHG reduction strategies.

Also over the next five years, across Canada, \$30 million will go toward developing Intelligent Transportation Systems, such as advanced traffic management to move vehicles more efficiently, traveller information systems, public transport and the operation of commercial vehicles. Not funded under Action Plan 2000, the program is supported by the Strategic Highway Infrastructure Program.

"Transporting goods and services across Canada contributes to one-quarter of Canada's greenhouse gas emissions," says Minister of Natural

Resources Ralph Goodale. "Our economy, however, depends on moving people and goods over great distances. By focusing on fuel efficiency and innovative vehicle and fuel technologies, we can reduce our emissions, while maintaining our productivity and enhancing our competitiveness."

Transportation initiatives already announced under the \$500-million Action Plan 2000 on Climate Change include encouraging the construction of biomass-based ethanol plants, enabling 25 percent of Canada's gasoline to contain 10 percent ethanol. Action Plan 2000 is expected to take the country one-third of the way to its greenhouse gas reduction target set by the Kyoto Protocol.

New federal programs to reduce emissions from transportation

- Urban transportation Showcase Program: the \$40-million, five-year program will demonstrate ways of reducing greenhouse gas emissions from urban transportation.
- Intelligent Transportation Systems: \$30-million over five years will enhance transportation efficiency and safety across Canada.
- Canadian Transportation Fuel Cell Alliance Program: an alliance of fuel-cell suppliers, fuel providers, the automobile industry and governments will receive \$23-million to investigate fuelling options for fuel-cell vehicles.
- Motor Vehicle Fuel Efficiency Initiative: \$16-million to improve the fuel efficiency of new, light-duty vehicles by negotiating a voluntary agreement with the automotive industry and the United States.
- Low-emissions vehicles: an agreement with the Canadian Vehicle Manufacturers' Association and the Association of International Automobile Manufacturers of Canada will be sought to market low-emissions vehicles starting this year.

Premiers, governors sign international pact

Eastern Canadian premiers and New England governors have agreed to implement jointly an aggressive nine-point plan aimed at reducing greenhouse gas emissions across their region.

The six US governors and five premiers adopted the landmark Climate Change Action Plan at their recent annual meeting, held this year in Connecticut. The pact calls for cuts in emissions from power plants, greater emphasis on energy efficiency and conservation, increased use of renewable energy, promotion of public awareness, and a shift to higher efficiency vehicles, lower carbon fuels and mass transit.

The leaders also agreed to establish a regional emissions registry, and VCR Inc. will offer registry support for their efforts.

The plan sets a short-term goal of reducing GHG emissions to 1990 levels by 2010, with a mid-term goal of reducing emissions to at least 10 percent below 1990 levels by 2020.

Over the long term, the plan aims to reduce emissions to a point that

eliminates any dangerous threats to the climate, which scientists now suggest will require reductions of 75 or 85 per cent below current levels.

"It is the goal of the plan to raise the issue of climate change and to seek opportunities for reducing the region's impact on the climate while benefiting the region's economy," the leaders wrote.

The plan points out that under a "business as usual" scenario, greenhouse gas emissions are expected to increase by 20 per cent in eastern Canada by 2020 over 1990 levels, and 30 per cent in New England states between 2000 and 2020. And given the length of time necessary for climate actions to have an impact, the leaders agree it is prudent to begin to take action now.

"By focusing on a set of concrete, achievable, near-term opportunities, we hope to demonstrate leadership and build a foundation from which more dramatic progress can be realized."

The Climate Change Action Plan is modeled on other successful initiatives undertaken by the region's leaders,

including efforts aimed at reducing mercury emissions and acid rain. Under the plan, they will direct their group's environment and energy committees to form a task force of state and provincial officials to develop specific reduction strategies and oversee their implementation.

David Anderson, Canada's federal environment minister, commended the leaders for their efforts, saying climate change is a problem that transcends borders. He says he's particularly impressed with the plan's long-term vision. "The Kyoto Protocol is only the first step on a long road towards implementing an effective solution to climate change. The Eastern premiers and New England governors have understood this and designed their approach accordingly."

M&M Meat Shops

M&M Meat Shops, prompted by a federally funded building retrofit incentive program, is working with hundreds of franchisees to accomplish its greenhouse gas reduction target.

Kitchener-based M&M, the largest specialty frozen food chain in Canada with 328 franchisees, submitted its reduction plan to VCR Inc. early last year. It hopes to reduce emissions 20 per cent below 1997 levels by 2005. The thrust of its approach, to implement energy saving renovations in 163 stores over three years, was designed to fit an incentive managed by Natural Resources Canada's Office of Energy Efficiency. M&M has been approved to receive \$128,000 from the Energy Innovators Initiative (EII), through the Pilot Retrofit Incentive - making the company the first franchisor to receive funds under the incentive.

The funding will be distributed to

franchisees through M&M's head office, explains Rainer Mueller, the company's director of design and construction. Individual shop owners can take advantage of the funding by installing a package of energy efficiency retrofits, including changes to lighting, refrigeration, and HVAC (heating, ventilation and air conditioning) systems in a defined pilot project consisting of 47 stores. M&M will replicate the measures in at least 25 percent of their other buildings.

"One of the juggernauts of the franchising business is getting franchisees to follow the system," he says, "and this is not part of the system. We can certainly encourage and lead and try to motivate our franchisees, but this is not mandatory."

Mueller says the cost to each shop owner is between \$10,000 and

\$12,000, and the financial incentive will work out to a little less than 10

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Upcoming meetings and events

Friday, November 23, 2001

Teleconference Meeting
VCR Inc. Board of Directors

Tuesday, March 5, 2002

Hull, Quebec
VCR Inc. Annual Leadership Awards Ceremony and Council of Champions Meeting
Canadian Museum of Civilization

per cent per store. Depending on how franchisees decide to finance the upgrades, the retrofit package, supplied and installed by a single contractor, pays for itself through utility bill savings in 42 to 60 months. M&M has identified 200 stores that fit the company's profile for the program, but not all have the cash flow or capital to buy the upgrades.

"What I'm finding is it's going a little slower than I'd hoped," says Mueller. "It's requiring a bit more patience on my end."

His confidence, however, is strengthened by the 36 locations,

nearly a quarter of M&M's goal, where retrofits have already been successfully installed and franchisees have trimmed their energy bills by 20 to 25 per cent.

"In the real world there are franchisees who have doubts about the payback. There are contractors that fail, and there are franchisors, like ourselves, that can't do much about it," says Mueller. "Despite our best efforts, there are going to be times when we fall a little short. But that doesn't diminish the fact that we're trying, that we're going to do some good."

Champion News is published bi-monthly by VCR Inc. We welcome articles with logos, news items and pertinent website addresses, and would be pleased to provide contributors with by-lines should they wish to write their own success story articles. Editor:

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Welcome to our newest registrants

A warm welcome is extended to the following companies and organizations that have recently joined VCR Inc.'s Challenge Registry :

Albarrie Canada Ltd.

Cambridge Memorial Hospital

Commission scolaire des Hautes-Rivières

Commission scolaire des Patriotes

Fielding Chemical Technologies Inc.

Honda of Canada Mfg.

London Life Insurance Company

M & I Heat Transfer Products

Norfolk General Hospital

Rouge Valley Health System



Please visit our Web Site www.vcr-mvr.ca

